Canadian Transportation Agency

Office des transports du Canada

CANADIAN TRANSPORTATION AGENCY

Performance Report

For the period ending
March 31, 2011

The Honourable Denis Lebel, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Canada

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Message from the Chair and Chief Executive Officer

I am pleased to present the Canadian Transportation Agency's 2010–11 Departmental Performance Report.

Providing effective and responsive services to Canadians and to federal transportation service providers continues to be a strategic focus for the Agency. This Report highlights the Agency's many achievements in support of its 2010–11 Report on Plans and Priorities, as well as of the overall Government of Canada objectives for the federally regulated transportation sector.

This Report also coincides with the final year of the Agency's first-ever triennial Strategic Plan, and thus marks the culmination of three years of continuous progress and improvement in the many services we provide.

The Agency's 2008–2011 Strategic Plan set out an ambitious agenda, backed up with specific action plans and challenging, measurable performance targets. Over the past year, we have worked hard to translate the Plan's medium- and long-term goals from a shared vision into concrete, meaningful results.

For example, in 2010–11 the Agency:

- significantly increased the number of public consultations on the modernization of the Agency's regulatory regime;
- engaged in monitoring activities to assess the compliance of federal transportation service providers with the Agency's accessibility-related voluntary codes;
- continued the implementation of its Client Satisfaction Survey program, gathering valuable feedback on its performance from clients and stakeholders; and
- created an internal case monitoring committee to identify ways to streamline the Agency's processes, monitor the status of all ongoing Agency cases, and address potential efficiency- and consistency-related issues before they arise.

These are but a few of the many accomplishments realized over the past year.

As we set the course for 2011–12 and begin the implementation of our new 2011–2014 Strategic Plan, we remain committed to helping Canada benefit from a transportation system that is competitive, economic, efficient and accessible.

I encourage you to review this Report and to take note of what the Canadian Transportation Agency has accomplished.

Geoffrey C. Hare
Chair and Chief Executive Officer

Section I: Organizational Overview

Raison d'être

The Agency implements the transportation policy established by Parliament in the *Canada Transportation Act* and other legislation.

The Agency's mission is to assist in achieving a competitive, efficient and accessible transportation system through dispute resolution, essential economic regulation and communication in a fair, transparent and timely manner.

As an independent, quasi-judicial administrative tribunal and economic regulator, reporting to the Parliament of Canada through the Minister of Transport, Infrastructure and Communities. the Agency makes decisions on a wide range of matters involving air, rail and marine modes of transportation under the legislative authority of Parliament and, for certain accessibility matters, extra-provincial bus transportation.

Responsibilities

The Canadian Transportation Agency manages the economic regulation of air, rail and marine modes of transportation under the legislative authority of Parliament through the administration of laws, regulations, voluntary codes of practice, and educational and outreach programs, as well as through the resolution of disputes. Most of the Agency's activities and workload are generated by demand from users and operators of the national transportation system and administering legislative and regulatory requirements.

The Agency performs the functions vested in it by the *Canada Transportation Act* and related legislation (refer to section IV for a list of legislation and regulations that the Agency administers in whole or in part). It operates within the context of the very large and complex Canadian transportation system (for details, refer to Transport Canada's website)[1] .

The Agency is one of many Canadian partners helping to achieve transportation that works for everyone by contributing to a competitive and accessible transportation system that efficiently meets the needs of users and service providers and the Canadian economy. Its responsibilities include:

- *Economic regulation*, to provide approvals and licences, and make decisions on matters involving federally regulated air, rail and marine transportation;
- *Dispute resolution*, to resolve complaints about transportation services, rates, fees and charges; and
- *Accessibility*, to ensure that our national transportation system is accessible, particularly to persons with disabilities.

[1] http://www.tc.gc.ca

The Agency exercises its powers through its Members who are appointed by the Governor in Council (GIC): the GIC may appoint up to five full-time Members, including the Chair and Chief Executive Officer (CEO), and the Vice-Chair. The Minister of Transport, Infrastructure and Communities can also appoint up to three temporary Members.

The Members of the Agency are responsible for issuing decisions and orders related to complaints or applications, as well as addressing other issues within the national transportation system.

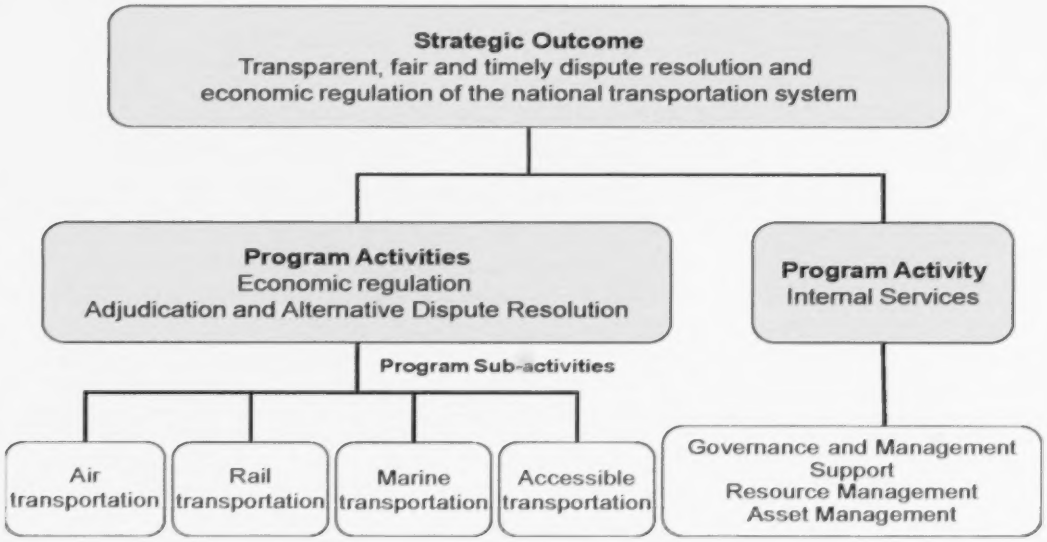
The Chair and CEO is accountable for the Agency's three program activities. The Vice-Chair replaces the Chair and CEO during the Chair's absence.

The Agency's organizational structure is composed of four branches: the Dispute Resolution Branch, the Industry Regulation and Determinations Branch, the Legal Services Branch, and the Corporate Management Branch. The heads of each branch, as well as the Communications Directorate, Internal Audit and Evaluation Services Directorate, and the Secretariat Directorate, report directly to the Chair and CEO. The organizational structure integrates a modal approach within a functional business delivery model and allows the Agency the flexibility to effectively deal with evolving workload and resource challenges while still meeting client-driven demands. This structure also creates greater career opportunities for learning and professional development, more variety in work assignments, and internal mobility for employees between directorates and branches.

Agency Organizational Chart

Strategic Outcome and Program Activity Architecture (PAA)

The Canadian Transportation Agency reports on its plans, priorities and expected results to Parliament on the basis of its PAA. The PAA explains how the program activities and allocation of resources contribute to the Agency strategic outcome.



Organizational Priorities

Performance /Priority Status Legend

With respect to the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities (RPP):

Exceeded: More than 100 per cent was achieved during the fiscal year.

Met all: 100 per cent was achieved during the fiscal year.

Mostly met: 80 to 99 per cent was achieved during the fiscal year.

Somewhat met: 60 to 79 per cent was achieved during the fiscal year.

Not met: Less than 60 per cent was achieved during the fiscal year.

The Agency completed the third year of its triennial Strategic Plan for 2008–2011. During this period, the Plan had an overarching objective to firmly establish the Agency as a leading tribunal of the Government of Canada, to be accomplished by focusing on the following five priorities linked directly to the Agency's strategic outcome of

providing "*transparent, fair and timely dispute resolution and economic regulation of the national transportation system.*"

Priority 1: Dispute Resolution and Economic Regulation

Action	Type[2]	Performance Status	Supporting Program Activities
A. *Responsive and effective dispute resolution*	Previously committed to	Met all	Dispute Resolution Internal Services

Key Accomplishments

- Level of disputes resolved informally either through facilitation or mediation, surpassed the performance target thereby providing a fast-track avenue for resolution; and
- Published new guides to help those involved in environmental assessments of rail infrastructure projects.

Priority 1: Dispute Resolution and Economic Regulation

Action	Type	Performance Status	Supporting Program Activities
B. *Timely issuance of regulatory authorization*	Previously committed to	Met all	Economic Regulation

Key Accomplishments

- Worked with domestic and international air carriers to ensure that they:
  - Post their terms and conditions of carriage on their websites if they sell transportation online; and
  - Have placed signs at airports advising passengers that their terms and conditions of carriage are available;
- Ensured that member carriers of the Air Transport Association of America properly reflect in their tariffs an agreement concerning the implementation of the Montreal Convention;
- Implemented a new strategic approach to manage the Revenue Cap program for the transportation of Western grain to make it more predictable, efficient and manageable for everyone involved;
- Successfully completed and published Phase 1 of the *Air Transportation Regulations* (ATR) renewal project;
- Launched an updated version of the *Guidelines Respecting Coasting Trade Licence Applications* for the use of foreign vessels in Canadian waters;
- Finalized new interpretation notes on the control "in fact" and Canadian ownership requirements for air carriers; and
- Finalized a sample tariff to assist air carriers in implementing clear terms and conditions of carriage using plain language.

[2] "Type" is categorized as follows: **Previously committed to**—committed to in the first or second fiscal year before the subject year of the report; **Ongoing**—committed to at least three fiscal years before the subject year of the report; and **New**—newly committed to in the reporting year of the Departmental Performance Report

Priority 2: People

Action	Type	Performance Status	Supporting Program Activities
Recruitment, retention and development of competent, capable and high-performing staff	Previously committed to	Met all	Economic Regulation Dispute Resolution Internal Services

Key Accomplishments

- Implemented a "communications and dialogue wheel" – a tool to foster more effective internal communications and dialogue by identifying possible channels, activities, and the roles and responsibilities of different players;
- Launched a tailor-made training program for case officers and other staff involved in dispute resolution processes to enhance their knowledge and skills related to processing cases and dispute resolution in general;
- Continued to implement knowledge transfer projects, student recruitment initiatives and developmental opportunities for staff; and
- Launched a fully redesigned Intranet site, based on staff input, to give Agency staff access to work tools and key information such as training, job opportunities, and health and safety.

Priority 3: Enhanced Internal and External Communications

Action	Type	Performance Status	Supporting Program Activities
Enhanced communication and dialogue with employees, clients and stakeholders	Previously committed to	Met all	Economic Regulation Dispute Resolution Internal Services

Key Accomplishments

- Reported on progress made over the past three years in meeting targets set out in the Agency's first-ever Performance Measurement Framework;
- Developed action plans to address the areas for improvement identified in the Client Satisfaction Surveys;
- Held working group sessions with the U.S. Department of Transportation to discuss matters of common interest, such as the implementation of the Montreal Convention, air carrier advertising of prices, and accessibility issues for persons with disabilities;
- Engaged in consultations as part of efforts to modernize the Agency's regulatory regime, including the railway cost of capital methodology, interswitching rates and limited distribution tariffs; and
- Relaunched the popular publication *Moving Ahead* (formerly an annual print newsletter) in a more timely and efficient e-newsletter format.

Priority 4: Accessible Transportation

Action	Type	Performance Status	Supporting Program Activities
Improve the accessibility of the federally regulated transportation system	Previously committed to	Met all	Dispute Resolution Economic Regulation

Key Accomplishments

- Made significant progress in resolving complaints related to the appropriate accommodation of air travellers who are persons with disabilities due to their allergies;
- Began work on comprehensive new complaint guidelines to educate the transportation industry and the community of persons with disabilities about their rights and responsibilities; and
- Released two compliance reports revealing that:
    - The majority of federal passenger transportation terminals were compliant with specific provisions of the Agency's *Code of Practice: Passenger Terminal Accessibility*; and
    - Canada's six largest airlines have made significant progress in complying with two implementation guides on space for service dogs and tactile row markers onboard large aircraft.

Priority 5: Organizational Support and Responsiveness

Action	Type	Performance Status	Supporting Program Activities
Continued effective governance and management processes and process improvements	Previously committed to	Met all	Economic Regulation Dispute Resolution Internal Services

Key Accomplishments

- Created an internal case monitoring committee to identify ways to streamline the Agency's processes, monitor the status of all ongoing Agency cases, and address potential efficiency- and consistency-related issues before they arise;
- Developed an Intranet-based case management toolkit for employees consisting of clear procedures, templates, tools and checklists to help Agency staff process cases with increased efficiency; and
- Commenced a review of the Agency's formal procedures and began developing new procedures for disputes, determinations and oral hearings, to provide clear, focused and consistent procedures that are customized for the different types of dispute and determinations processes.

Link to the Government of Canada Outcome Areas

The Agency's strategic outcome and program activities are directly aligned with the broader Government of Canada strategic outcome of *a fair and secure marketplace*. The Agency's regulatory programs are designed to resolve economic issues, remove transportation barriers and protect the rights of consumers, carriers and other interested

parties. These programs help improve the overall quality of life in Canada, providing all Canadians with an efficient and accessible transportation system.

The Agency is one of many players involved in transportation and it maintains close ties with its various co-delivery partners, including Transport Canada, the Department of Foreign Affairs and International Trade, the Canada Border Services Agency and the Canadian Human Rights Commission.[3]

Risk Analysis

The Agency remained proactive in its approach to risk in 2010-11 through the identification of potential events and estimation of the likelihood and impact of the events on its strategic outcome. Mitigation strategies were developed based on these potential events to not only address the challenges, but use them as opportunities where possible. The Agency developed a Corporate Risk Profile 2010-13 detailing its risks and mitigation strategies and their linkages to the organizational priorities. Below is a discussion of the risks of significance to the Agency in 2010-11.

The Agency is not perceived as a respected and trusted tribunal and economic regulator

Links to Agency overarching objective: Leading tribunal and economic regulator

In 2010–11, the Agency maintained its reputation as a trusted and respected economic regulator and expert tribunal on transportation and transportation-related human rights issues. This reputation is based on the Agency's independence from outside influence, the impartiality it has demonstrated in handling cases, the integrity and timeliness of its procedures, its expertise in transportation and transportation-related human rights matters, and the deference that the Federal Court of Appeal and the Supreme Court of Canada have given to its past decisions. The Agency was attentive to these aspects of its role as an economic regulator and quasi-judicial administrative tribunal.

The Agency developed a robust Program Activity Architecture and Performance Management Framework and continues to monitor its performance and take measures towards meeting all of its objectives.

The Agency initiated the modernization of its regulatory framework and its administration, thereby contributing to becoming a more transparent, efficient and effective organization.

The Agency conducted Client Satisfaction Surveys both in 2009–10 and 2010–11 to better understand its clients' needs and expectations to determine how its services could be improved, as well as to obtain information on the perception of the Agency by its stakeholders and clients. The Agency will measure its performance against the base-line

[3] http://www.otc-cta.gc.ca/doc.php?sid=1166&lang=eng

benchmarks established from these first surveys in order to ensure continued improvement in its service delivery. Given the valuable feedback provided, the Agency plans to conduct follow-up surveys in the coming years.

The public's perception of the organization is also heavily influenced by the quality of its relationships with its clients and stakeholders. The survey feedback from clients and stakeholders indicated high levels of satisfaction with Agency services, as well as with its professionalism and its commitment to ensuring its processes are well understood, fair and transparent. The Agency maintained a continuous dialogue with clients and stakeholders to remain proactive in addressing stakeholder feedback concerning Agency processes and procedures for dispute resolution and determinations that impact the Agency's reputation.

Resource reductions / constraints that would challenge the Agency's ability to deliver its mandate, or respond to changes in government policy

Links to all Agency organizational priorities:

1. Economic Regulation and dispute resolution
2. People
3. Enhanced internal and external relations
4. Accessible transportation
5. Organizational support and responsiveness

The Agency is a demand-driven organization with a mandate dependent upon fulfilling service expectations of Canadians with respect to transportation issues. Therefore, changes within the external environment, government policies and the legislative mandate have an impact on the Agency's operating environment.

In 2010-11, the Agency remained vigilant and proactive in adapting to those changes it viewed as having a significant impact on its service delivery. This was accomplished through dialogue with stakeholders (e.g. clients, federal government partners, parliamentarians, the Minister of Transport, special interest groups), giving the Agency the opportunity to address and adapt internally, and to ensure that it has sufficient resources that are properly deployed. Through its involvement in the legislative and regulatory change process, the Agency was also able to determine other potential changes.

The Agency continued to adjust to the full implications of its additional responsibilities, which included a new mandate to hear complaints concerning rail noise and vibration. The Agency identified and addressed gaps in its expertise in this very specialized and technical area and, based on the advice of the Agency's Rail Noise and Vibration Technical Advisory Committee, a technical study was commissioned to identify rail noise measurement methodologies and standards. The methodology has been finalized and will be posted on the Agency's Web site to help in the assessment of the level and impacts of railway noise. These complaints present unique challenges for the Agency, as they are usually filed by multiple parties or individuals representing community interest groups.

The Government of Canada announced that it is seeking resource savings by promoting shared services and by reviewing functions in the corporate services area. As a small federal organization, the Agency needs to be prepared to respond to these new demands through its proactive participation in the shared services initiatives.

While the extent of future budgetary / resource restrictions and the impacts on the Agency remain to some degree unknown, the Agency has budget planning and budget management measures in place to address this to the greatest extent possible given the information currently available.

The Agency also initiated an ambitious regulatory modernization agenda that will act as catalyst for streamlining the regulatory frameworks and business processes and reducing red tape.

Loss of business critical knowledge, information and expertise

Links to all Agency organizational priorities:

1. Economic Regulation and dispute resolution
2. People
3. Enhanced internal and external relations
4. Accessible transportation
5. Organizational support and responsiveness

The retention of knowledge and expertise is critical to maintain the level of service the Agency already provides, and to allow the Agency to adapt to its additional responsibilities. The changing demographics of the public service workforce, and of the Agency's in particular, continue to present an important human resource management challenge. Over the next few years, the Agency risks losing significant corporate knowledge and expertise as long-term key employees retire. In order to continue supporting its mandate, the Agency focussed significant efforts on recruiting, retaining and developing highly competent staff with the capabilities to ensure that knowledge and expertise are retained and transferred.

The Agency emphasized the development of skills, knowledge and expertise among its employees. It identified areas where the Agency is most vulnerable to the loss of critical business knowledge and expertise to ensure efficient knowledge transfer and succession planning practices were put in place, including the development of comprehensive procedures and manuals for retention of corporate knowledge. It also put in place for employees an extensive in-house continuing training curriculum, involving the creation of focussed training manuals and delivery of courses on key Agency service and expertise functions.

Summary of Performance

2010–11 Financial Resources ($ thousands)*

Planned Spending	Total Authorities	Actual Spending
27,311	29,353	28,790

*Minor differences due to rounding

2010–11 Human Resources (full-time equivalents or FTEs)

Planned	Actual	Difference
261	251	-10

Strategic Outcome: Transparent, fair and timely dispute resolution and economic regulation of the national transportation system.			
Performance Indicator	**Target**	**Status**	**Performance Summary**
Feedback from users of, service providers within and others affected by the national transportation system on perceived transparency, fairness and efficiency of the decision-making process.	Surveys to be implemented in order to establish benchmarks. Implementation of subsequent surveys.	Program to measure client satisfaction in place. Initial 2009-10 and subsequent 2010-11 surveys conducted based on Common Measurement Tool. Reports released and overall Agency client satisfaction target set.	Met performance target. Received positive feedback on interactions with Agency staff and on its service delivery. Established base-line benchmark and new overall Agency performance target for client satisfaction to help measure performance and improve service delivery. Ongoing implementation of client satisfaction survey program.
Percentage of discretionary rulings overturned by the Federal Court of Appeal on basis of procedural fairness.	0%	0%	Met performance target.
Percentage of cases resolved within prescribed time limits.	**Disputes resolved formally**: 65% resolved within 120 days.	62%	Mostly met. An increasing proportion of formal cases are complex.

	Determinations: 95% issued within 120 days.	94%	Mostly met performance target.
	Licences: 85% issued within 14 days.	88%	Exceeded performance target.
	Charter permits: 92% issued within 30 days.	97%	Exceeded performance target.
	Mediation: 100% completed within 30 days (when no extension is requested).	91%	The one mediated case that did not meet the Agency's 30-day target was a complex rail level of service dispute that required numerous requests for additional documents and extensive work with the parties to reconcile discrepancies in the data. The parties did not ask for an extension. In the end, the case was successfully resolved.

Spending by Program Activity ($ thousands)

Program Activity*	2009–10 Actual Spending	2010–11[4]				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Economic Regulation	12,324	12,809	12,809	13,537	12,521	A fair and secure marketplace
Adjudication and Alternative Dispute Resolution	7,261	7,006	7,006	7,587	8,080	
Total	19,585	19,815	19,815	21,124	20,601	

[4] Commencing in the 2009–10 Estimates cycle, the resources for Program Activity: Internal Service is displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by program activity between fiscal years.

Program Activity*	2009–10 Actual Spending	2010–11			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
Internal Services	8,456	7,496	7,496	8,229	8,189

* Numbers for each program activity include contributions to employee benefit plans.

Explanation of variances

Planned spending to total authorities: from $27.3 million to $29.3 million

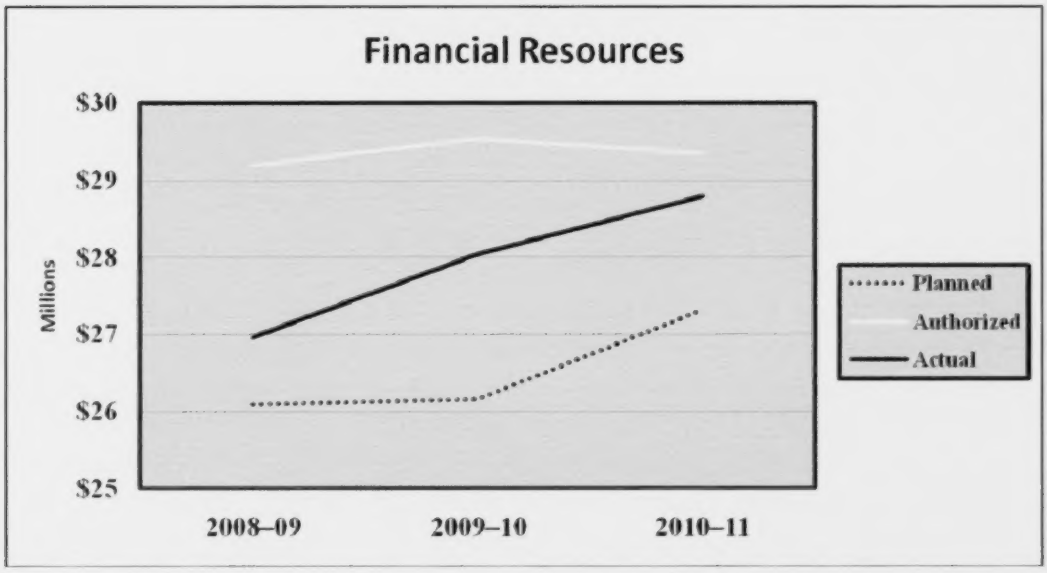
Planned spending for 2010–11 was $27.3 million, whereas the total authorities for the Agency are $29.3 million, representing a change of $2.0 million. The differences are primarily due to the following increases:

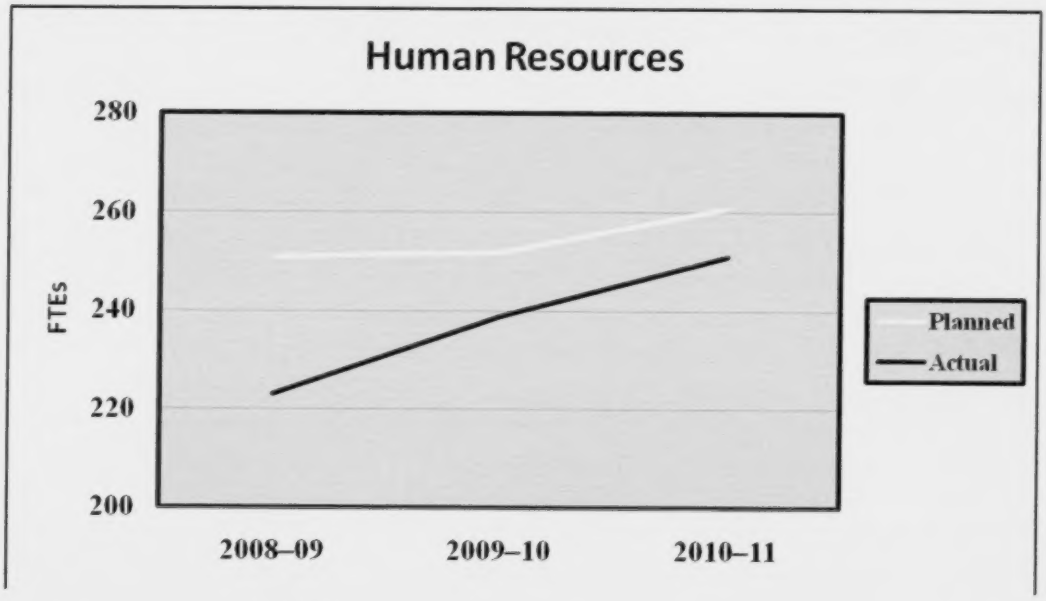
- approved collective agreements and other associated benefits ($0.4 million);
- reimbursement of eligible paylist expenditures ($0.5 million); and
- operating budget carry-forward of 2009–10 ($1.1 million).

Actual spending to total authorities: from $28.7 million to $29.3 million

The difference of $0.6 million is primarily due to the deferral of certain projects to 2011-12.

Expenditure Profile





Estimates by Vote

For information on the Canadian Transportation Agency's organizational votes and/or statutory expenditures, please see the 2010–11 Public Accounts of Canada (Volume II). An electronic version of the Public Accounts is available at Public Works and Government Services Canada's Web page, Public Accounts of Canada 2010.[5]

[5] http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome: Transparent, fair and timely dispute resolution and economic regulation of the national transportation system

The Agency is both an economic regulator and a quasi-judicial tribunal. It regulates the national transportation system through the administration of laws, regulations, voluntary codes of practice, and education and outreach programs. It adjudicates disputes between users of, service providers within and others affected by the national transportation system which, in the case of accessibility, includes extra-provincial bus.

As a regulator, the Agency has a mandate to administer the economic regulatory provisions affecting all modes of transportation under federal jurisdiction found in various Acts of Parliament. In 2010–11, the Agency:

- issued 2,253 discretionary and administrative rulings to support the effective regulation of the national transportation system;
- after reviewing compliance with the air licensing requirements, processed 1,036 air licensing activities, including applications for new licences as well as suspensions, cancellations and reinstatements;
- issued 906 charter permits;
- participated in the negotiation of bilateral air agreements with Jamaica, Switzerland, Trinidad and Tobago, Qatar, Egypt and Brazil;
- developed draft guidelines for the determination of net salvage value of railway lines to be distributed to stakeholders for consultation;
- determined that the revenues of the Canadian Pacific Railway Company and Canadian National Railway Company for the movement of Western grain did not exceed their respective revenue entitlements under the Revenue Cap regime for Western grain (the first year since 2002–03 that both railway companies have been below their respective caps);
- considered 119 coasting trade applications to protect the interests of the Canadian marine industry and allow foreign ships when no suitable Canadian ships were available; and
- undertook 139 inspections resulting in the issuing of 42 informal warnings, 6 formal warnings and 11 notices of violation.

As an adjudicator, the Agency resolves transportation issues within the national transportation system either by investigating and making formal tribunal decisions on complaints and ordering corrective measures as required, or by helping parties resolve their issues through the alternative dispute resolution processes of mediation or facilitation. In 2010–11, the Agency:

- resolved 472 dispute cases of which 400 were through facilitation, 11 through mediation and 61 through formally adjudicated decisions;
- resolved 28 accessibility cases;
- processed 627 air travel complaints;

- was involved in 18 environmental assessment processes for proposed rail line construction projects, and issued one decision giving authority to construct railway lines;
- developed draft Noise Assessment Methodology to assist in rail noise and vibration dispute resolution;
- was involved in 47 environmental assessment processes for projects such as road and utility crossings; and
- processed 108 agreements filed by parties that had successfully conducted their own negotiations related to rail crossings.

In order to successfully deliver its strategic outcome, the Agency divides its programs into three activities: economic regulation, adjudication and alternative dispute resolution, and internal services.

Program Activity 1: Economic Regulation

2010–11 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
12,809	13,537	12,521

2010–11 Human Resources (full-time equivalents or FTEs)

Planned	Actual	Difference
120	112	-8

Description:

Within the specific powers assigned to it by legislation, the Agency participates in the economic regulation of modes of transportation under federal jurisdiction, including:

- licensing air and rail carriers and acting as one of Canada's aeronautical authorities;
- determining whether terms and conditions of air travel are just and reasonable;
- approving the adequacy of the protection of advance payments made by charter companies contracting with air carriers;
- setting railway revenue caps for moving Western grain;
- setting financial and costing frameworks for certain federally regulated railways;
- issuing certificates of fitness for federally regulated railways;
- setting interswitching rates and establishing the net salvage value of railway lines to facilitate their orderly transfer; and
- determining if Canadian ships are available and suitable to perform services that a resident of Canada has requested be provided by foreign ships in Canadian waters.

The Government of Canada's national transportation policy permits the domestic market to self-regulate. However, it also acknowledges that regulation can be required to meet public objectives or in cases where parties are not served by effective competition.

Expected Results	Performance Indicators	Target	Status	Performance Summary
Economic and other interests of transportation users, service providers and other affected parties are protected.	Measures of satisfaction with Agency services related to serving the needs of users of, service providers within and others affected by the national transportation system.	Surveys to be implemented in order to establish benchmarks. Implementation of subsequent surveys and measurement against benchmarks.	Program to measure client satisfaction in place. Initial 2009-10 and subsequent 2010-11 surveys conducted based on Common Measurement Tool. Reports released and overall Agency client satisfaction target set.	Met performance target. Received positive feedback on interactions with Agency staff and on its service delivery. Established base-line benchmark and new overall Agency performance target for client satisfaction to help measure performance and improve service delivery. Ongoing implementation of client satisfaction survey program.
Regulatory authorities required to operate publicly available air services are issued on a timely basis upon meeting the regulatory requirements.	Percentage of charter permits issued within 30 days.	92%	97%	Exceeded performance target.
Regulatory authorities required to operate publicly available air services are issued on a timely basis upon meeting the regulatory requirements.	Percentage of licences issued within 14 days.	85%	88%	Exceeded performance target. The Agency processed 132 applications for new air licences, out of which 116 were processed within 14 days of the application being complete.
Regulatory authorities required to operate publicly	Percentage of international code-sharing authorities	100%	97%	Mostly met performance target. Of the 89 cases

available air services are issued on a timely basis upon meeting the regulatory requirements.	issued within 45 days.			processed, 86 were issued within 45 days.
Regulatory authorities required to operate publicly available air services are issued on a timely basis upon meeting the regulatory requirements.	Percentage of extra-bilateral authorities issued within 30 days.	85%	87%	Met performance target. Of the 7 cases, 6 were issued within 30 days.
Compliance with the *Canada Transportation Act* and its attendant regulations.	Percentage of compliance with the requirements to hold a valid licence, insurance and Air Operator Certificate, as determined by inspections.	100%	100%	Met performance target.
Enhanced monitoring of and compliance with accessibility regulations and codes of practice.	Level of compliance with accessibility provisions.	Conduct monitoring and report on compliance.	Monitoring conducted and reports on compliance issued.	Met performance target. Issued 2 reports revealing high levels of compliance by federal transportation terminals with provisions in the Terminal Accessibility Code and by Canada's 6 largest airlines with 2 key provisions in the Air Code.
The Agency efficiently protects the interests of operators of Canadian registered ships while allowing access to foreign ships when suitable Canadian registered ships are not available.	Percentage of applications processed prior to the commencement date when no offer is made.	95%	95%	Met performance target.
Environmental, economic and	Percentage compliance with	100%	100%	Met performance target.

social impacts of railway construction projects, railway lines and yards are mitigated.	prescribed mitigation conditions as determined on follow-up.			
Regulatory authorities required in railway operations are issued on a timely basis upon meeting the regulatory requirements	Percentage of determinations issued prior to specified timeline of 120 days	95%	100%	Exceeded performance target.

Performance Summary and Analysis of Program Activity

Overall, performance results in 2010–11 for this program activity enabled the Agency to maintain its strong track record in this area of responsibility.

In 2010–11, the Agency continued to focus on its two primary objectives for this program activity:

- manage its caseload in a sound, responsive and efficient manner; and
- maintain up-to-date, relevant and clear regulatory frameworks.

Managing caseload in a sound, responsive, timely and efficient manner
Through proper management of the program's caseload in a sound, responsive, timely and efficient manner, the Agency achieved the following in 2010–11:

- adopted a more strategic approach to managing the Revenue Cap program, with the goal of making the program more predictable and transparent. This strategic approach features new streamlined processes for managing the issuance of both the Volume-Related Composite Price Index (VRCPI) and Revenue Cap decisions, and for better identifying and addressing program management issues;
- adopted a streamlined process for the issuance of exemptions from section 59 as it relates to holders of temporary licences issued and other licences that have an expiry date;
- streamlined the insurance notification process, which has resulted in a more efficient approach to ensuring that insurance protection is in place for air carriers;
- successfully completed negotiations with a new provider of electronic tariff filing services, SITA. This will provide air carriers with access to a competitive option to the current unique provider of such services, ATPCO;
- developed new internal policies to clarify processes, roles and responsibilities for the regulatory program;
- in order to retain corporate memory, initiated a three-year plan for documentation of business processes for the regulatory program;
- committed resources to an E-services project with a three-year plan to develop and implement online services for regulatory activities;

- adopted new levels of service indicators and measures of stakeholder satisfaction with performance results that met expectations.

Maintaining up-to-date, relevant and clear Agency regulatory frameworks
The Agency made significant progress in the review and update, where appropriate, of existing regulations, codes of practice and guidelines to ensure they are up to date, relevant and clear. In 2010–11 the Agency achieved the following:

- developed new interpretation notes on the control "in fact" and Canadian ownership requirements for air carriers, which were posted on the Agency's website. This information increases the transparency of the Agency's process by identifying factors considered by the Agency when determining whether an air carrier is Canadian;
- initiated a full review of its cost of capital methodology. The Agency's methodology was last reviewed in 2004. An expert consultant's report has been produced on methodologies used by other regulators and related issues. Parties to the consultation have filed their submissions and their replies to the other submissions filed. The Agency is now examining this material with the goal of setting the methodology that will stand for at least the next five years;
- successfully completed and published Phase 1 of the *Air Transportation Regulations* (ATR) renewal project . Work is continuing on Phase 2 (the charter provisions) of the ATR. This project will allow the Agency to ensure that its primary regulatory vehicle with respect to air transportation reflects the current air industry and takes into account government policy related to minimizing the regulatory burden on carriers, the Cabinet Directive on Streamlining Regulations and the Red Tape Reduction Initiative;
- initiated a process to identify and include certain provisions related to rail transportation in the *Designated Provisions Regulations* where contravention could result in a monetary penalty;
- completed the Sample Tariff document. This project encourages air carriers to adopt terms and conditions of carriage that are written in a clear manner so that they are more easily understood by passengers. It supports the legislative requirement that carriers make their terms and conditions of carriage available to passengers;
- sent advisories to carriers regarding tariff requirements affected by air transport agreements that do not require filing of prices. Carriers were advised that charges still need to be reflected in their terms and conditions of carriage;
- developed draft guidelines for net salvage value (NSV) determinations, which will be the subject of targeted consultations. These new guidelines provide assistance for parties to an NSV determination by describing their roles and responsibilities, providing information on the processing of different types of applications, describing the nature of the information required by the Agency, and providing an overview of the relevant jurisprudence and precedent decisions;
- issued new guidelines for the processing of coasting trade applications, following two rounds of consultations. These guidelines provide clarity on the obligations of applicants and offerors as well as the test applied by the Agency, and what parties can expect from the Agency.

Through the achievements on both 2010-11 objectives for this program activity, the Agency ensured the interests of all participants in the federal transportation system continued to be protected.

Lessons Learned

The Agency made significant progress in 2010–11 in its development of guidelines, interpretation notes and the modernization of regulations. Although this work required a significant investment of time and resources, there are many benefits, in addition to communicating the essential regulatory requirements to stakeholders and increasing the transparency and predictability of the regulatory regime. It also provides an opportunity to re-examine past practices, capture and re-create corporate memory for current and future Agency staff, challenge conventional wisdom, and align perspectives both inside and outside the Agency.

Because of the many other competing priorities, the project to modernize the *Railway Costing Regulations* was put on hold and will be undertaken at a later date.

Program Activity 2: Adjudication and Alternative Dispute Resolution

2010–11 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
7,006	7,587	8,080

2010–11 Human Resources (full-time equivalents or FTEs)

Planned	Actual	Difference
65	67	2

Description:

The Agency resolves disputes on matters related to the national transportation system, including:

- complaints related to air carriers' application of their tariff provisions and on prices applied by air carriers on non-competitive routes within Canada;
- appeals of new or revised air navigational charges imposed by NAV Canada to ensure that principles used to establish them comply with legislation;
- disputes between shippers and rail carriers on issues such as rates, level of services, running rights and interswitching;
- disputes between railway companies and municipalities, road authorities, landowners and other stakeholders on issues such as noise and vibration;
- complaints about user fees charged by Canadian port authorities, the St. Lawrence Seaway Management Corporation and the Federal Bridge Corporation;

- complaints related to actions taken by members of the marine industry that could reduce competition;
- objections to proposed pilotage charges and if these charges are fair, reasonable and in the public interest; and
- complaints concerning the level of accessibility of the national transportation network, in order to remove any undue obstacles to the mobility of persons with disabilities.

Expected Results	Performance Indicators	Targets	Status	Performance Summary
Access to a specialized dispute resolution system that is cost-effective, responsive, fair and timely, and serves the needs of users, service providers and other affected parties within the national transportation system.	Measures of satisfaction with Agency services related to serving the needs of users of, service providers within and others affected by the national transportation system.	Surveys to be implemented in order to establish benchmarks. Implementation of subsequent surveys.	Program to measure client satisfaction in place. Initial 2009-10 and subsequent 2010-11 surveys conducted based on Common Measurement Tool. Reports released and overall Agency client satisfaction target set.	Met performance target. Positive feedback on interaction with Agency staff and on its service delivery. Established base-line benchmark and new overall Agency performance target for client satisfaction to help measure performance and improve service delivery. Ongoing implementation of client satisfaction survey program.
The Agency efficiently resolves complaints on air services, weighing the evidence submitted by the parties.	Percentage of disputes resolved formally within 120 days.	70%	50%	Performance target not met. Of the 22 air-related complaints, 8 were very complex, involving specific tariff-related issues, and required in-depth review. These cases were precedent-setting for passenger consumer protection rights.
The Agency efficiently resolves complaints about obstacles to the mobility of persons	Percentage of disputes resolved formally within	50%	43%	Mostly met performance target. Of the 7 adjudicated cases,

with disabilities, weighing the interests of persons with disabilities with those of the industry in assessing whether the obstacle is undue.	120 days.			6 were very complex.
The Agency efficiently resolves disputes by determining whether pilotage charges are in the public interest and whether port fees and seaway tolls are not unjustly discriminatory.	Percentage of disputes resolved formally within 120 days.	70%	0%	Performance target not met. The Agency received one complex case, which exceeded the target because the Agency had to determine what constitutes a fair and reasonable fee under the *Canada Marine Act*. Multiple rounds of pleadings extended the process. In light of the low volume of such cases, the target of 70% may be too aggressive and will be reviewed.
The Agency efficiently protects the interests of operators of Canadian registered ships while allowing access to foreign ships when suitable Canadian ships are not available.	Percentage of applications processed within 90 days when an offer is made.	80%	90%	Exceeded performance target. There were 10 coasting trade applications with an offer, and 9 were processed in an average of 56 days.
The Agency efficiently resolves disputes between shippers, farmers, landowners, road authorities, utility companies, all levels of government and railway companies.	Percentage of disputes resolved formally within 120 days.	75%	45%	Performance target not met. Six of the 11 cases were very complex and/or precedent setting and required extended pleadings.

Performance Summary and Analysis of Program Activity

The Agency continued to promote the use of informal dispute resolution processes in 2010–11. For cases that go to adjudication, the Agency continued to work on improving

the timeliness for resolving formal disputes. In order to address this challenge, the Agency introduced a number of initiatives to streamline the dispute resolution process, to achieve greater consistency in quality, and to improve the efficiency and timeliness of case resolution, such as:

- criteria for determining the level of complexity of cases;
- clearly defined roles and responsibilities for the panel chairs and case officers;
- a model decision framework;
- checklists for Agency staff to use when processing cases;
- a comprehensive in-house training program for case officers that delivered such courses as decision writing, public hearings, disclosure of information, the nature of the Agency as a tribunal, and court trends; and
- a variety of tools for staff to assist them in implementing Agency practices and policies related to the processing of cases.

A comprehensive training program for case officers and other staff involved in dispute resolution processes was provided to enhance their knowledge and skills related to processing of cases and dispute resolution in general. This also enables the program to allocate resources where needed as workload changes among transportation modes.

Based on the advice of the Agency's Rail Noise and Vibration Technical Advisory Committee, a technical study was commissioned to identify rail noise measurement methodologies and standards. The methodology has been finalized and will be posted on the Agency's website.

The Agency began work on new comprehensive complaint guidelines to educate the transportation industry and the community of persons with disabilities about their rights and responsibilities. and help them better understand the Agency's processes and the rights and responsibilities of the parties involved.

An allergy is not automatically considered to be a disability for the purposes of the *Canada Transportation Act*. However, the Agency has determined that a person with an allergy may be found to be a person with a disability if, based on certain criteria, the allergy effectively limits the person's access to the federal transportation network. During 2010-11, the Agency ruled that a lack of formal policy to accommodate during air travel the needs of persons with a disability due to an allergy to peanuts or nuts constituted an obstacle to the mobility of those persons, and further determined appropriate accommodation for those travellers.

The Agency also issued decisions with respect to multiple chemical sensitivity, shellfish allergy, perfume allergy and attendant name changes on international tickets, and continued gathering further evidence and reviewing extensive submissions with respect to a forthcoming decision regarding cat allergy.

To assist unrepresented applicants, who are generally not familiar with its dispute resolution processes, the Agency is simplifying and clarifying the procedures used in case processing and is preparing revised procedures for dispute applicants.

The Agency's efforts on its complaint guidelines and streamlining of processes and procedures provides clarity and transparency in its dispute resolution processes and ensures they are accessible to all users of the national transportation system.

Lessons Learned

Meeting the 120-day target for the resolution of formally adjudicated cases continues to be a challenge, in large part because of the increasing proportion of formal cases that are more complex.

While less complex cases are now being settled efficiently and effectively through the Agency's informal facilitation and mediation services, the 65% target for resolving the Agency's formal disputes within 120 days is no longer appropriate as it was set on the assumption that the majority of adjudicated cases would continue to be of a similar, medium level of complexity.

The complexity of formally adjudicated cases has increased substantially as a result of the issues being brought before the Agency and related procedural requirements, including extended pleadings processes and, in some cases, the need for additional research. Those changing circumstances, together with the continuing need for appropriate pleadings to meet natural justice requirements, necessitate a modification of the 65% target for formal dispute resolution within 120 days Therefore, beginning in 2011–12, the target will be modified to 80% of complex cases to be resolved in 90 days after the close of pleadings. Our performance experience indicates that this target is more realistic and, while challenging, should be achievable on a sustainable basis.

Program Activity 3: Internal Services

2010–11 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
7,496	8,229	8,189

2010–11 Human Resources (full-time equivalents or FTEs)

Planned	Actual	Difference
76	72	-4

Description:

Internal services support the needs and programs and other corporate obligations of the Agency. They apply across the Agency and support the delivery of the Agency's plans and priorities, and are not specific to a program. For the Agency, this includes governance and management support, resource management and asset management.

Internal services refer to both the corporate functions that support the delivery of the Agency's plans and priorities, and the specialized tribunal services that are an integral part of the delivery of the operational mandate of the Agency.

Corporate functions

- develop, maintain and implement integrated systems, policies, procedures, services, strategic planning and internal audit for the effective acquisition and stewardship of financial and material resources;
- provide effective and timely human resources services and advice to managers and employees;
- provide advice and support regarding internal and external communications strategies, activities and products in order to effectively meet the information needs of clients, stakeholders and staff; and
- provide advice and support on the management and use of information and technology;

Specialized tribunal services

- provide legal advice and representation;
- provide editing, translation and quality control services for Agency proceedings; and
- provide registrar services and coordinate ministerial correspondence.

Performance Summary and Analysis of Program Activity

The Agency's 2008–2011 Strategic Plan completed its final year in 2010–11. As a result, the annual planning and review exercise consisted of a review of the 2010–11 Plan as well as the development of a new triennial Strategic Plan for 2011-2014[6] that, in addition to its new priorities, carries over outstanding commitments from the 2008–2011 Plan. For example, although informal knowledge transfer activities were undertaken in 2010–11, the commitment to the development of a formal knowledge management and knowledge transfer framework has been included in the 2011–2014 Plan.

In its efforts to address issues raised in the 2008 Public Service Employee Survey, the Agency established an Employee Working Group (EWG). This Group made a series of recommendations, such as employee learning roadmaps, performance objectives for a respectful workplace and establishment of an external informal conflict management system, which were implemented, while others such as a developmental assignment program and a code of conduct have been incorporated into the Agency's 2011–2014 Strategic Plan.

In addition to the various outreach initiatives already highlighted throughout the document, the Agency also produced specialty publications catering to various

[6] http://intranet/strategique-strategy/index_e.shtml

stakeholders targeted for outreach campaigns, and published information capsules and articles highlighting various Agency functions and initiatives.

The Agency released a report detailing the results of the 2009–10 Client-Satisfaction Research Project undertaken by Ipsos Reid on the Agency's behalf. It used findings from this report as well as preliminary reports from the 2010–11 survey roll-out to establish Client Satisfaction performance indicators.

It expanded Client Satisfaction Survey groups to six client pools of the Agency for the roll-out of the 2010–11 surveys; these groups included clients and stakeholders who underwent Facilitation, Adjudication, Non-travel Dispute Determination, Mediation; Licensing and Inspection; and those who submitted inquiries. Action plans were also developed to address the areas for improvement identified in the Client Satisfaction Surveys.

The Agency made significant progress on implementing a consistent and improved content management system for all Agency websites. In addition, it launched a fully redesigned Intranet site, based on staff input, to give Agency staff access to work tools and key information on training, job opportunities, health and safety, and more. Significant progress was also made on implementing a new governance framework for the Internet and Intranet. In addition, the Agency developed a governance model for management of stakeholder contact lists and client records in the Agency's case management database.

The Agency progressed in its development of an IM policy and IT investment and system strategy. Drafting and reviewing of the IM/IT policies occurred throughout 2010–11 and will continue, with the entire suite expected to be approved and implemented in 2011–12.

To implement a legacy storage system, work began on digitizing Agency decisions and orders. This work will be done annually and will be stored in the corporate record-keeping system for preservation purposes and ease of retrieval. To date, 549,000 pages of Agency decisions and orders have been scanned.

In its commitment to sound risk management practices, the Agency completed its annual update of its Corporate Risk Profile in accordance with its Risk Management Framework and will continue its efforts to integrate these practices into its activities.

Lessons Learned

The insights gained during the implementation of the Agency's Strategic Plan 2008-2011 helped in the development of the Strategic Plan 2011-2014 as the achievements over the last three years demonstrated the value of having a sound, clear and results-oriented strategic plan that is effectively implemented. The Agency held various consultations with stakeholders, conducted surveys as well as used comprehensive threat and risk assessments to produce a new plan that is increasingly focussed and ambitious in its objective of becoming a more efficient, forward-looking and client-focused organization.

The results of the 2008 Public Service Employee Survey (PSES), the Agency's internal survey from 2009, and the EWG sessions highlighted the need for improvement in the area of internal communications at the Agency. As a way to address this, the Agency undertook a full redesign of its intranet site as there had been no major improvements to the intranet's design navigation or information architecture since 2001. The Agency recognized the importance of a redesign since an efficient and informative intranet is an indispensable resource for employees. This means providing and maintaining an intranet containing reliable, relevant and up-to-date information that's easy to find. The new intranet is also expected to contribute to enhanced internal relations, improved two-way communications and foster employee dialogue.

The EWG consisted of non-management Agency employees and was created to study the PSES survey results as well as the Agency's internal communications survey results. Its objective was to engage all Agency staff in a consultative process to provide recommendations to senior management on sustaining a respectful workplace and improving employee engagement at the Agency. Meeting this objective involved a commitment from both senior management and Agency employees. As noted above, various recommendations on key action areas included valuable EWG input into the intranet revamp project, as well as the Strategic Plan 2011-2014, since the recommendations not already implemented were included as action items in the plan.

The Agency's IM/IT plan contains the IT investment and system strategy for multiple years. The challenge in the development of this document has been in keeping it relevant at the Agency as the government-wide IT environment is changing rapidly.

Section III: Supplementary Information

Financial Highlights

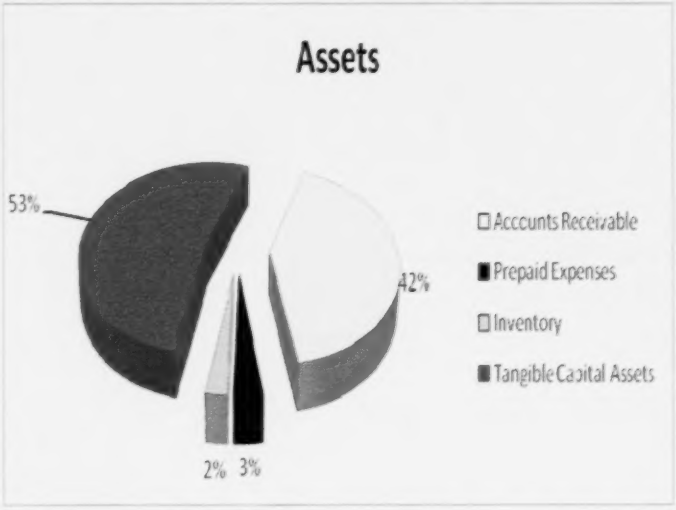
The Agency's financial statements can be found on the Agency's website.[7]

Condensed Statement of Financial Position ($ thousands)

For the period ending March 31, 2011			
	% Change	**2011**	**2010**
Total Assets	-15.2%	3,929	4,634
TOTAL	**-15.2%**	**3,929**	**4,634**
Total Liabilities	-15.4%	6,847	8,093
Total Equity	-15.6%	(2,918)	(3,459)
TOTAL	**-15.2%**	**3,929**	**4,634**

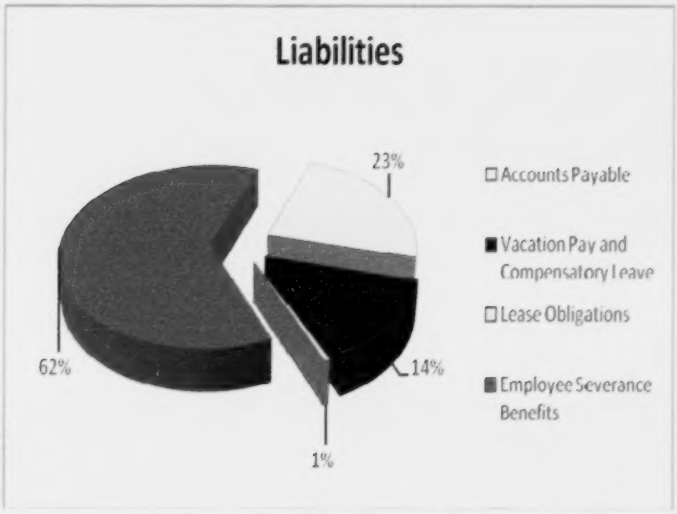
Condensed Statement of Operations ($ thousands)

For the period ending March 31, 2011			
	% Change	**2011**	**2010**
Expenses	-4.1%	31,940	33,313
Revenues	0%	124	124
Net Cost of Operations	**-4.1%**	**31,816**	**33,189**

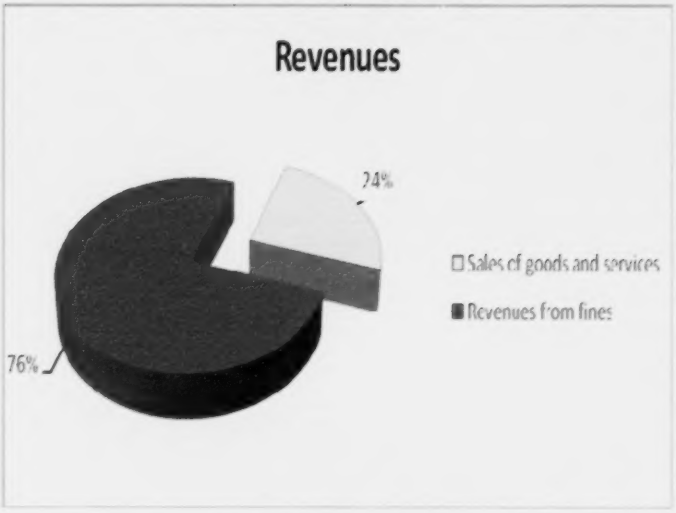


Total assets were $3.9 million at the end of 2010–11, a decrease of $0.7 million (15.2%) over the previous year's total assets of $4.6 million. Tangible capital assets represented $2.1 million (53%), prepaid expenses represented $0.1 million (3%), accounts receivable represented $1.7 million (42%) while inventory represented 2% of total assets.

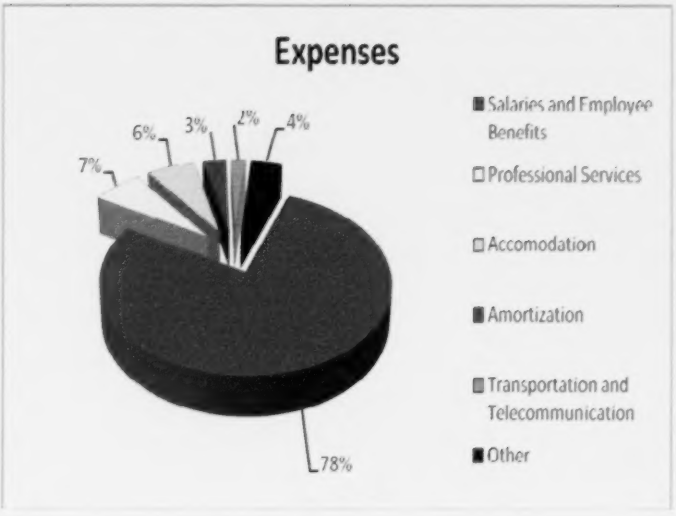
[7] www.cta.gc.ca/eng/financial-statement-10-11.



The Total liabilities were $6.8 million at the end of 2010–11, a decrease of $1.3 million (15.4%) over the previous year's total liabilities of $8.1 million. Employee severance benefits and accounts payable represented the largest portion of total liabilities at $4.2 million and $1.6 million respectively.



The Agency's total revenues amounted to $124,361 for 2010–2011, about the same level as the previous year. Almost all of the Agency's revenue is derived from two sources: penalties (fines) imposed on air carriers and transportation facilities ($92,909), and determining the net salvage value of railway assets during the discontinuance of a railway line ($30,045). All other levels of revenue were marginal for 2010–11.



The Agency's total expenses were $31.9 million in 2010–11. The majority of funds, $25 million or 78%, were spent on salaries and employee benefits, 7% on professional services, 6% on accommodation and the remaining 9% going towards repair and maintenance, rentals, materials and supplies, machinery and equipment.

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2010–11 Departmental Performance Report can be found on the Treasury Board of Canada Secretariat[8] website.

Sources of Respendable and Non-Respendable Revenue
User Fees/External Fees
Response to Parliamentary Committees and External Audits
Internal Audits and Evaluations

[8] See 2010–11 Part III—Departmental Performance Reports (DPR): Supplementary Information (Tables), http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp.

Section IV: Other Items of Interest

Annual Reports

The Agency's annual reports[9] from 1997 to 2011 are available on its website.

Contacts for Further Information

Area of Responsibility	Contact Name	Title	Telephone Number	E-mail Address
Legal Services	Liz Barker	Senior Counsel	819-997-9325	liz.barker@otc-cta.gc.ca
Dispute Resolution	Nina Frid	Director General	819-953-5074	nina.frid@otc-cta.gc.ca
Industry Regulation and Determinations	Ghislain Blanchard	Director General	819-953-4657	ghislain.blanchard@otc-cta.gc.ca
Corporate Management	Linda Harrison	Director General	819-997-6764	linda.harrison@otc-cta.gc.ca
Finance, Administration and Planning	Michel LeBlanc	Director	819-953-2829	michel.leblanc@otc-cta.gc.ca
Communications	Jacqueline Bannister	Director	819-953-7666	jacqueline.bannister@otc-cta.gc.ca
Secretariat	Cathy Murphy	Secretary	819-997-0099	cathy.murphy@otc-cta.gc.ca

Postal address: Canadian Transportation Agency
Ottawa, Ontario, Canada K1A 0N9

Website: http://www.otc-cta.gc.ca/

[9] http://www.otc-cta.gc.ca/eng/annual-reports

Legislation and Regulations

The Agency is responsible for the following Act:
Canada Transportation Act (S.C., 1996, c. 10, as amended)

The Agency shares responsibility for the following Acts:
Access to Information Act (R.S.C., 1985, c. A-1)
Canada Marine Act (S.C., 1998, c. 10)
Canadian Environmental Assessment Act (S.C., 1992, c. 37)
Civil Air Navigation Services Commercialization Act (S.C., 1996, c. 20)
Coasting Trade Act (S.C., 1992, c. 31)
Energy Supplies Emergency Act (R.S.C., 1985, c. E-9)
Financial Administration Act (R.S.C., 1985, c. F-11)
Official Languages Act (R.S.C, 1985, c. 31 (4th Supp.))
Pilotage Act (R.S.C., 1985, c. P-14)
Privacy Act (R.S.C., 1985, c. P-21)
Public Service Modernization Act (S.C., 2003, c. 22)
Railway Relocation and Crossing Act (R.S.C., 1985, c. R-4)
Railway Safety Act (R.S.C., 1985, c. 32 (4th Supp.))
Shipping Conferences Exemption Act, 1987 (R.S.C., 1985, c. 17 (3rd Supp.))

The Agency has sole responsibility for the following regulations:
Air Transportation Regulations
Canadian Transportation Agency Designated Provisions Regulations
Canadian Transportation Agency General Rules
Personnel Training for the Assistance of Persons with Disabilities Regulations
Railway Costing Regulations
Railway Interswitching Regulations
Railway Third Party Liability Insurance Coverage Regulations
Railway Traffic and Passenger Tariffs Regulations
Railway Traffic Liability Regulations

The Agency shares responsibility for the following regulations:
Carriers and Transportation and Grain Handling Undertakings Information Regulations
Railway Company Pay Out of Excess Revenue for the Movement of Grain Regulations
The Jacques-Cartier and Champlain Bridges Inc. Regulations
The Seaway International Bridge Corporation, Ltd. Regulations

These Acts and Regulations are available on the Department of Justice[10] website, and are accessible through the Legislation and Regulations[11] section of the Agency's website.

[10] http://laws.justice.gc.ca/en

[11] http://www.otc-cta.gc.ca/doc.php?sid=40&lang=eng&lb=laws-regulations